

Post travel report – City of Melbourne delegation to Sydney, 6–7 November 2013**17 December 2013****Presenter:** Deputy Lord Mayor Susan Riley**Purpose and background**

1. The purpose of this report is to advise on the outcomes of the recent travel undertaken by Councillors and council officers to Sydney on 6 and 7 November 2013.
2. As the most comparable capital city, Sydney deals with issues and challenges similar to those faced by Melbourne in providing for and balancing the needs of residents, business and visitors. The visit was an opportunity to further develop the strong relationship between the two cities on respective approaches and strategies.
3. The delegation was led by Deputy Lord Mayor Susan Riley and included Councillors Rohan Leppert, Beverley Pinder-Mortimer, Stephen Mayne, Cathy Oke and Jackie Watts.

Key issues

4. A full two-day program of discussion and site visits was provided by the City of Sydney. The program covered the themes of financial management and governance, visitation and activation strategies, service delivery policies and models and transport and access programs.
5. A detailed summary of areas covered is included as Attachment 2. Some of the key observations of the delegation included the following:
 - 5.1. Sydney's budget is guided by a 10 year financial strategy; decisions are informed by knowledge of their major capital and operating requirements for a 10 year horizon. The City of Melbourne is currently developing a 10 year financial strategy and liaising with the City of Sydney to gain an insight in the process they undertook in the development phase and learning from its implementation phase.
 - 5.2. Similarities between Melbourne and Sydney are evident in the scale of commitments to major capital works projects, programs relating to late-night activation, safety, sustainable transport and the cultural sector and approaches to community engagement. However, it would appear that City of Melbourne has a broader range of services than City of Sydney, especially in supporting business. The benefits of on-going dialogue on projects and issues of importance to both cities are numerous.
6. Sydney proposes to send a delegation to Melbourne at which time a similar program of briefings and site visits will be delivered.
7. The total cost of Councillor participation in the delegation was \$4516.84. A breakdown of costs per Councillor is included in Attachment 2.

Recommendation

8. That the Future Melbourne Committee notes the report on the key discussions and observations of the delegation to the City of Sydney between 6 and 7 November 2013 and that the total cost of Councillor participation in the delegation was \$4,516.84.

Attachments

1. Supporting Attachments
2. Summary - key observations and discussions

SUPPORTING ATTACHMENT

Legal

1. There are no direct legal implications arising from the recommendation contained in this report.

Finance

2. The total cost of Councillor participation in the delegation was \$ 4,516.84. This comprised of the following individual costs; Deputy Lord Mayor \$733.81, Councillors Rohan Leppert \$824.34, Beverley Pinder-Mortimer \$917, Stephen Mayne \$659.31, Cathy Oke \$594.85 and Jackie Watts \$787.53.

Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a direct or indirect interest in relation to the matter of the report.

Stakeholder consultation

4. On-going dialogue will provide an opportunity for more detailed exchanges on issues important to both cities. This will complement the broader strategic discussions which occur at meetings of the Council of Capital Cities Lord Mayors.

Relation to Council policy

5. The areas discussed were relevant to all the goals underpinning the Council Plan 2013–17.
6. The Manager Governance Services confirms that the travel undertaken accords with requirements under the Councillor Expenses and Resources Guidelines.

Environmental sustainability

7. Strategies promoting environmental sustainability featured in some of the discussions with the City of Sydney.
8. The carbon emission resulting from air travel was offset with the purchase of credits.

OVERVIEW – KEY OBSERVATIONS AND DISCUSSION

1. Financial management and governance

Sydney's strategic plan; Sustainable Sydney 2030

Explanation was given on how the plan was underpinned by a visionary approach and underwent extensive community consultation. With a focus on sustainable development of the city, taking into account the economic, social and cultural developments of the city, the plan sets ten targets and ten strategic directions as a framework for action. The implementation program prepared for each action forms the basis of the City of Sydney's Corporate Plan.

Financial strategy

Briefings continued on Sydney's Resourcing Strategy encompassing long term financial planning, workforce management planning and asset maintenance planning. Overviews of major expenses and major capital programs were presented in the context of the city's 10 year financial strategy. Key financial commitments included the city centre transformation, Green Square, Sydney Town Hall, trigeneration and Sydney Park Water Reuse. Many of these projects were visited and outlined in greater detail during the site tour.

2. Visitation and activation strategies

OPEN Sydney: Rethinking Sydney at night

Similar to the approach taken by the City of Melbourne's Late Night Activation Strategy, the strategy is a long-term vision which looks at how a city can be transformed at night and focusses on opportunities in developing the late night economy whilst addressing safety issues. It identifies a number of key areas including events, transport, late night trading for cultural institutions, waste management and effective safety measures. Similar themes emerged as a result of community consultation including increased late night public transport, diverse activity offer, increased access to public facilities, creative lighting and collaboration/partnerships.

Marketing/Creative City campaign

The main functions of the marketing unit comprise of corporate branding and development, develop and implement strategic programs to support city promotion, advertising planning and buying, strategic media planning, reporting, target audience profiling through research and data analysis. Sydney's marketing approach was outlined using a recent case study of the highly successful Creative City campaign used in the development of the cultural policy in supporting an innovative creative sector. The consultation based campaign invited a response to the question, 'What creative life do you want for the city?' Clear marketing objectives were established to raise the profile of Sydney's commitment to cultural activities, communication with the Sydney community and generate comments through various forums and social media to inform the development of the policy. Varying strategies were targeted to key audiences along with location specific questions all designed to 'provoke a response' from the audience.

3. Transport programs

Key issues and cycling

Congestion, parking, public transport at capacity in inner Sydney, narrow roads, lack of control over road infrastructure were all identified as challenges. Through the Cycle Strategy & Action Plan 2007-2017 the city aims to be walking & cycling friendly, increase the number of inner city trip by cycling to 10%, connecting destinations across and beyond council area to a 200km network and including education, safety and behavioral change programs.

Behaviour change

A number of Councillors visited the cycling safety and awareness program 'Share the Path' in action. The program enables staff to provide safety advice on using shared paths and general information on cycling in the city. The program may also involve practical 'give-a-ways' including bells and maps and can offer maintenance advice and tune-ups. The city also conducts cycling courses for adults and children teaching safe and responsible cycling etiquette. In building the behavioral change program to compliment the infrastructure needs, the city is aiming to address the social barriers which limit current cycling participation.

TWO-DAY DELEGATION PROGRAM

PROGRAM – DAY 1

Briefings

1. City of Sydney overview / Sustainable 2030 - Chief Executive Officer
2. Revenue / Long Term Financial Planning - Chief Financial Officer
3. Major Capital Works - Director City Projects & Property
4. Governance structure and data management - Manager Governance
5. Visitation & Activation Strategies, Arts Strategy, Creative Spaces - Executive Manager Culture
6. Events Management & Programming, OPEN Sydney, International Students - Director City Life
7. Bike Plans & Issues, Education Programs - Cycling Manager
8. Public Transport Strategies - Transport Policy Manager
9. Planning & Strategic Sites - Executive Manager Strategic Planning & Urban Design
10. Marketing Strategies - Manager Marketing & Creative Services

PROGRAM – DAY 2

City tour

1. **Surry Hills Library and Community Centre** – Multi-purpose public building setting new benchmarks in environmental design.
2. **Paddington Reservoir Gardens** – Previously a reservoir, the site is now state heritage listed and transformed into a public garden.
3. **Prince Alfred Park** – 7.5 hectare park which has undergone an \$9 million redevelopment.
4. **Victoria Park** – 9 hectare public park with swimming pool and café facilities.
5. **Waterloo Youth Facility** – Houses youth and family services, built with sustainable building principles and innovative architectural design.
6. **Redfern Park** – Working with South Sydney Rabbitohs the redevelopment improved playing field and surrounding public open space for community.
7. **Green Square and Sydney Park** – Proposed Green Square Town Centre redevelopment and Sydney Park Water Reuse Scheme.
8. **Taylor Square bike hub** – ‘Share the Path’ bike education program.
9. **Oxford Street Creative Hubs** – Program which offers creative sector better access to affordable work creative work spaces.